Sports Project in Coastal Paulista as Part of Business Network:A Case Study of Bar Una - San Sebastian/Sp

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Abstract : *In the last two decades there has been demand growth in the sports services industry sector throughout the Brazilian coast and certain actions directly influence the beachy local businesses. The organizational image, constructed from the organizational culture and identity, is one of the determining factors for the enterprisescompetitiveness, including in the coastal regions. This study aimed to identify the strategic procedures employed by the beach Barra do Una, north coast of São Paulo located in São Sebastião, to achieve competitive advantage in the local market through investments in the bond of organizational image of the beach with a sports project. Exploratory research was conducted in a qualitative case study. The script of questions for an open interview with local merchants was used. The survey results showed that initially, to conduct a campaign to invest in your image, the fact of wanting to preserve its history with its customers and older residents is essential, and also by the need to satisfy and attract potential customers. It was concluded that the organizational image assigned to a business network is noble value of an organization, with the purpose of representing in a simplified manner for both local merchants and customers, the synthesis of the district proposes to offer to the market and for its employees.*

Keywords: *case study, organizational image, sports project, São Paulo coast, business networks.*

1. INTRODUCTION

In the globalized world more and more organizations seek to find partnerships and alliances to achieve competitive advantage in the market. In recent years, it increased in the services sector on the coast and the number of customer demand for these services.

The Balneária resort of San Sebastian/SP is an entertainment center with movement of tourists throughout the year. Leisure options are numerous, such as beaches conducive to diving, boat rides through the islands of the region, walk the nature trails of the rainforest, climb the Una River with boats and kayaks. Its importance is related, combined with its beautiful beaches, varied leisure options, dining, entertainment, and its historic center and port activity, suggesting its potential for tourism in the region. In coastal regions of the state, some neighborhoods usually focus companies, especially some related to tourism, such as, hotels, clubs,

In view of the above, became interested in analyzing how these companies located in the coastal district of Barra do Una in São Sebastião, they began to act in processes related to partnerships with local sports projects. The projects in these regions ran into difficulty existing inside and outside the high season, the demand for existing services and customers during this period, which impacts the level of service offered, among other relevant factors to survival of these companies.

To carry out this work, we analyzed hotels, restaurants, pharmacy, supermarket, finally, outlets located on the beach of Barra do Una's Balneária resort of San Sebastian / SP, was investigated during this seasonality, the possibility of identifying signs networks, and if possible, outline the structure of this network, promoting an understanding of new perspectives for partnership with sports projects and their impact on their services.

The goal is to identify the factors that influence the process of the local market partnerships in pro sports projects, the link of its integrated image these business networks for organizational image stronger neighborhood and evaluate viable competitive strategies.

According to Cunha (2012), in 2012 households spent around 49.5 billion reais with education, sports and leisure, with the cost per capita of R $ 303.92, and the class B the largest investor of this total (58 % 28.8 billion). Among the explanations for this change to this search for sports activities on the

coast, is the growth of income of the Brazilian population (CNM Agency, 2014), mainly from the middle class (VIEIRA, 2014).

Given this growth performance sports service segment on the coast and specifically in the state of São Paulo, aligned organizational image there is a business networking work can represent a tool to highlight in this competitive market.

Through explanatory research and documentation of qualitative nature, the aim of the research was to identify the strategic procedures employed by the beach Una bar, north coast of São Paulo to achieve competitive advantage in the sports projects market in order to answer the following question: "what is the role of sports projects in the integration of actors in neighborhoods or coastal cities of São Paulo?" through investments in its organizational image linked to these projects in a network format.

2. THEORETICAL

According Gaspar et al. (2007 cited in ASHLEY, 2002) social responsibility is any action that promotes the improvement of the population's quality of life. Gaspar et al. (2007 apud BUENO, 2003) believes that in addition to this aspect, social responsibility also involves the formulation of strategies and actions in a planned and systematic way, to develop ways of relationship between the institution, the target audience and the community, as Table 1.

According Gaspar et al. (2007) most of the items placed are inherent in the concept and daily practice of sports projects, as in the case of this article, is inherent in the existence of the beach. Still Gaspar et al. (2007) studied the binomial profitability versus social responsibility in sports projects, understand that these institutions need strategies that make them more competitive in the market that has high concentrations of the same services, but while fulfilling its primary mission.

Table1. *Variables that make up Social Responsibility*

-Colaborar With social development, respect for individuals, the importance of cultural diversity and freedom of expression;

-Offer Quality of working conditions for employees in a broad sense, including their active participation in company decisions;

-Transparency And ethics as a basis, giving priority to collective interests; Protecting the environment;

-To Promote the excellence in service, according to the needs and demands of customers;

-Stimulating the scientific, cultural, sports, educational and community.

Source. *Extracted from Gaspar (2007 Apud BUENO, 2003)*

Social responsibility can be part of the organizational culture. To Coda et al. (2007), organizational culture corresponds to the meanings, values, beliefs maintained and shared among members of an organization that differentiates them from others, and that should be cultivated for the customer orientation. For Carvalho et al. (2013), organizational culture is related to the history and the rules governing a group, experiences, values and beliefs of its members, which are transmitted.

According to Machado and Kopittke (2002), organizational culture generates an internal view of the company's organizational identity. For Bunchaft and Gondim (2004), organizational identity are the characteristics that unite employees, differentiate the service from other institutions, and are durable. The authors also cite identity prospects as how the organization is perceived as manages its external and how this influences the image.

For Machado and Kopittke (2002), while the identity of the company relates to its internal vision, organizational image is associated with the external view. Thus, the organizational culture is the basis for the construction of the institution images.

For the authors, the experiences of employees and strategic leadership, in addition to external influences resulting images are crucial to the construction of culture, identity and new organizational images, the researchers warn that, therefore, image losses pose a risk to organizational identity.

3. METHODOLOGY

To perform this work, an explanatory and documentary research, qualitative study was carried out. The data collection instrument was aimed at the implementation of open interview. The sample was restricted to local entrepreneurs Beach Una Bar.

The population used in this research include companies that provide hosting services, restaurants, supermarkets, finally, all the actors and participants in this business network in the Una bar area, so the study unit.

It was initially performed a qualitative research of exploratory nature, based on the fact that it occurred a shift to analyze the studied phenomenon. According to Piovesan et. al (1995), the exploratory research is often applied in a preliminary study research problem to be developed, contributing to the sequential scans can be performed with greater precision details.

Still Piovesan (1995), the exploratory research can be designed in various ways, which in some cases, a small sample offers the researcher the possibility to find your research problem and create their chances, helping him define the issues who need to be investigated.

Clement (2007) goes further and says that research becomes exploratory when it involves literature, interviews with participants who are in contact with certain phenomenon or practices that are the sources that generated the research problem. Exploratory research aims to provide a general overview of a particular fact event.

The following procedure was to travel to the area of San Sebastian, to apply to business owners questionnaires, composed of open questions and semi-structured. This step was carried out after previous schedule a meeting with the owners. Based on respondents' answers, new considerations are likely to be made with the owners of these. Therefore they intend to interview also suppliers of these companies in order to confront the information obtained from the owners of companies, later to analyze the data.

The script for the interview with the business of the One Bar was facing questions regarding the company's investment in organizational image:

1) What prompted the company to invest in its image linked to sports projects?

2) What is the difficulty to be overcome?

3) What kind of message was conveyed? For what kind of audience? (Whatever the message, and where it was).

4) Which one (s) limitations that were found?

5) The message has been effective? Because?

4. RESULTS

The survey results show that companies had as a starting point for a campaign to invest in its image linked to sports, the fact of wanting to preserve their history along with their older clients, and also by the need to satisfy and attract potential customers, and thus, the bond as actors within a network environment can bring facilities to the neighborhood especially in low seasons. Table 2 can be seen the responses of entrepreneurs to script questions as data collection of researchers:

Table2. *Responses of Respondents*

Regarding the issue 1. The need to pass a correct perception of the image of the institution, for the old and potential customers with modern and following market trends vision. Regarding the question 2. The fact that, having had no effective monitoring over 5-6 years, the gap was too big, asking an important role, timely and continues. Regarding the question 3. Mainly via reformulation of communication, social networking, the image of a family business that cares about better quality of life, global and attentive to the demands of training skills, required by customers who frequent our coastline. Regarding the question 4. The investment plan, the difficulty of linking your brand to issues not related to his performance, but current affairs, as Brazil will receive major sporting events in the coming years. Many companies had no website, social network and the project we have here allowed this rapid insertion of single companies in touch with the world. More demand service, internal adjustments to meet new customers. Regarding the question 5. All the actions were effective because they were accompanied by internal change, which involved all employees. The change of image has to be integrated and strengthened at all levels of perception passed on to members, as a dissonance between image and actual practice, nullify all the efforts made. New practices, language, finally reached the process.

Source. *Data Collection made by Researchers*

5. DISCUSSION

The greatest difficulty when performing this the advertising campaign was the fact that companies have not carried out monitoring of customers in a period corresponding to approximately four years

time the project Sport's the beach was implemented. With new language, local trade union in advertising campaigns and because of this, it needed a more continuous action by the trade with these stakeholders. At one point not mentioned by respondents, he argued that in certain periods, appeared to them to doubt what image customers attributed the beach, which according to them, also contributed to that thought of investing in the image, something that was not I made a few years ago, creating a new message (stocks and advertising pieces and spreading through the local sports project), which were to disclose and explain the beach as a whole, in order to attract new customers and calm to all stakeholders involved .

This idea of creating a message and invest in the brand's sports project, is one of the strategies used today by companies, which aim to maintain and survive in a market increasingly globalized and competitive. Thus arises the need to convey to the market, an effective message that can contribute to solidify a brand, attracting and retaining customers by linking the health, wellness and quality of life.

The starting point to solidify the image of the beach occurred through the web site of the proposing of Sports project in Praia, which according to respondents, is the first contact of the current and potential customers with the beach.

Through this tool, the first idea was to convey the image of a solid and serious project in the field in which it operates, and to date with the main trends and skills that are currently required by the main Brazilian partnerships.

Who wants to influence use of the word to accuse or defend, criticize or praise, explain, propose and justify known or desired realities. So do politicians, governments and organizations in their daily discourse of survival (HALLIDAY, 1988, p.09).

In this sense, it can be noted that managers are concerned to convey a message to atuas and potential customers, protecting all traditional feature of the beach. The rhetoric is present here as argument weapon to give a satisfactory answer to all the interested public.

Halliday (1998) defines rhetoric as a speech or text, which implemented in some context or situation, can influence people to agree with that proposed by the author of the speech.

It was found that the target audience, resistant to changes for faithful values, showed a sedimentation created over time, requiring the imposition create a campaign to be introduced in various ways and levels, requiring attention to not create certain contingencies, which may interfere with the beach image.

Company Networks

The concept network can be defined in many ways, however, in any way, all definitions found, always in direct to the same direction.

For Nohria and Eccles (1992), some reasons contribute to that companies start to operate in the network format, and these main reasons, can be characterized by changing the business environment and also because smaller companies ally themselves with other due its limitations, among other factors.

Based on the concepts of networks provided by these authors, we can understand objectively what it is a network of companies, how they are configured, what the make up and what its main features.

Castells (1996) defines networks as the integration of various actors, which are connected by ties. Networks are not limited to structures and over time they may be increased by incorporating the structure and new ties, however, this will only occur if there is an exchange of information between these players, so that they use together, changing forms of communication to interact.

Still according to Castells (1999) all companies, in some way, are organized in networks, however, some structures are better defined than others.

Network Companies

Globalization as we see today, is contributing to the environment where companies are inserted at this point, will undergo constant changes in their organizational structures.

Peci (1999) states that the competitive landscape changes constantly. The hierarchical organizational model of the Fordist era became static and stale, which does not match with the current business

environment, which goes through latent changes, due to the current technological advancement. New models of organizational arrangements are emerging in various segments, these models can be characterized by so-called networks.

Nohria and Eccles (1992) also recognize that the model in which companies are currently engaged, is the model of networks, format in which there are links between all stakeholders.

Grandori and Soda (1995) find that the network can be found even in the environment where the company operates, ie a network where you are organizations scenario where this may include distributors, suppliers and competitors. Some authors mention that the question of acting in networks raises important questions, mentioning that certain behaviors and attitudes are practiced forms of actions, which are often influenced by the position of each player on the network in which it is inserted.

Preliminary research suggests that to date, there is no formal network, which consequently could lead to suppose that the companies analyzed, will develop a cluster in order to obtain a competitive advantage over the larger establishments in the region.

Contador (2008) defines competitive advantage as a superior position occupied by a company where this superiority is recognized and valued by consumers, which contributes to this company to be more competitive than their competitors or exceed herself in a previous period.

Even if this is not the current view of the management, to leading researchers linked to the area of management, the scenario that we are now this, in which companies are working jointly, where all are part of a given network, regardless of vision each organization. Situation is irreversible according to these authors surveyed.

In the case of Barra do Una interview allows us to infer that for an important time of organizational image enhancement of concern for the internal public as well as to customers was static, so that when it resumed this appreciation was resistance by having conservative audience in institutional relationships and probably not expected by the restructuring. Respondents were competent to explain that in addition to changing the image of the beach, was concerned to promote internal changes that would make coherent what is expressed with what actually occurred internally to prevent obviously questions about the inconsistency between what symbolized and what they were doing in practice. On this subject the respondents acted in an integrated and adequate for image aftercare with respectability to fulfill demonstrating.

When combining this review article with the interview, it is reiterated that the organizational image functions in the formation of the proper relationship links, not only between business and consumers, but also to contact the organization with employees and other organizations, thus establishing a network environment with important ties and actors being benefited by the bond to a brand of a sports project.

6. CONCLUSION

The interview is in line with the academic literature in the sense that the organizational image is noble value of a company, with the purpose of representing in a simplified way for both employees and customers, the synthesis of what the organization intends to offer to the market and its customers.

It was found in the reports that trade in Barra do Una beach needed to upgrade their organizational image, to clarify who was included in the globalization process and seeking to make it clear to customers and regulars, who despite having been static for a long time, was aligned to address the current demands of quality service.

In this regard, respondents showed that not only customers, but also the residents and neighborhood developers in question, must be engaged in the update process of organizational image for all to understand in brief, easy and clear what the organization proposes and meets.

Finally, data collection identified the need to link the brand to sports projects in our coast, can bring benefits to networks such as cooperation, information sharing, facilitated costs by exposure to specialized companies and new visual identity for an organizational image globalized, current and competitive. Of course, this article has limitations, is the reduced sample, either by markedly empirical approach.

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